

Mid West REGIONAL BLUEPRINT

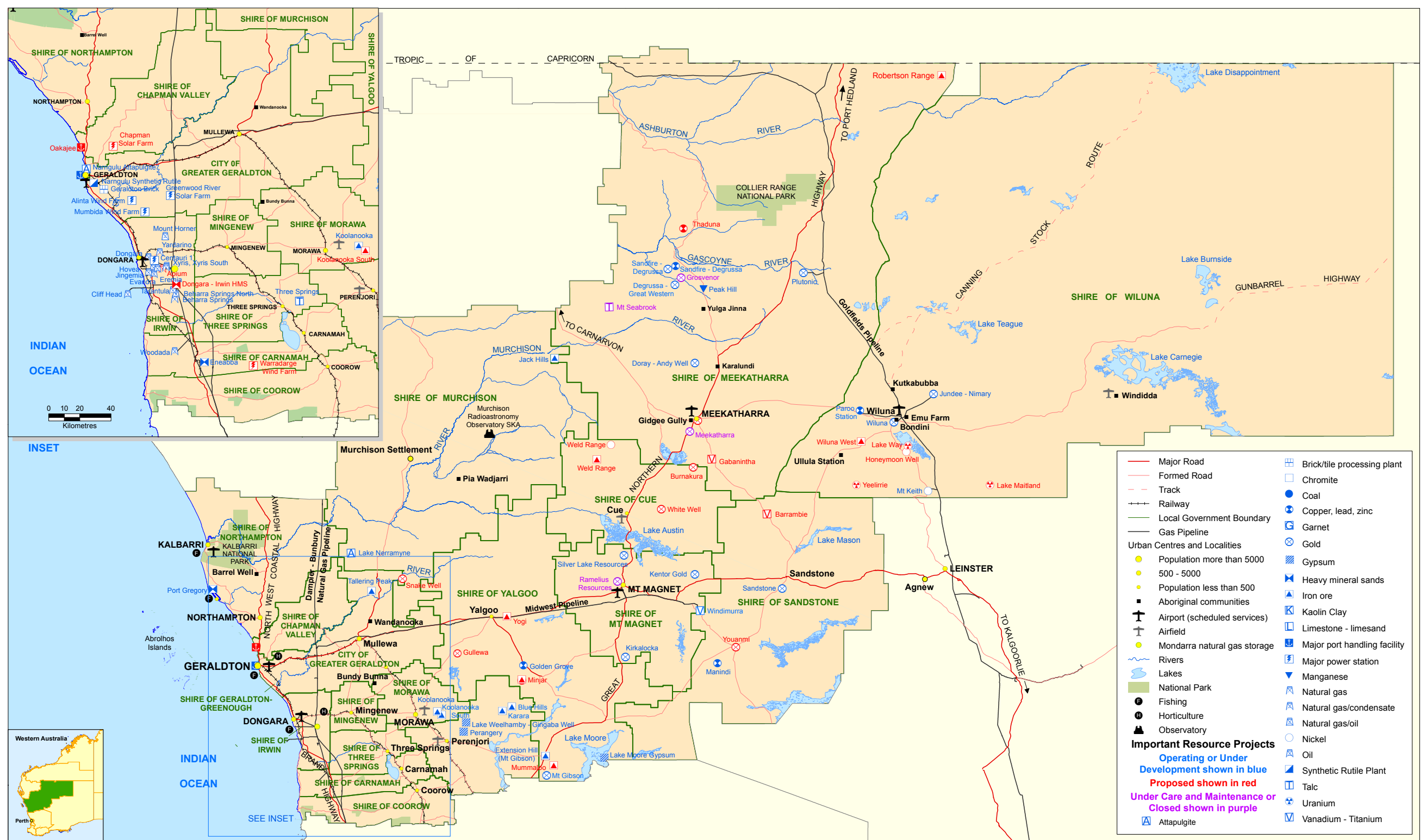
EXECUTIVE SUMMARY



A 2050 growth and development strategy for an intergenerational, global, innovative and dynamic Mid West region that attracts and retains talent and investment

AUGUST 2015





MID WEST REGION

KEY FEATURES



Government of Western Australia
Department of Regional Development



Government of Western Australia
Department of Water

This map is a product of the Department of Water. Spatial Services and was printed on 06/08/2013.

This map was produced with the intent that it be used for display purposes at the scale of [1:1,225,000] when printing at A0.

While the Department of Water has made all reasonable efforts to ensure the accuracy of this data, the department accepts no responsibility for any inaccuracies and persons relying on this data do so at their own risk.

Datum and Projection Information
Vertical Datum: Australian Height Datum (AHD)
Horizontal Datum: Geocentric Datum of Australia 94
Projection: Geocentric
Spheroid: Australian National Spheroid

Project Information
Client: Regional Development and Lands
Map Author: Patricia Farat
Filepath: J:\gis\projects\ProjectID_Series\DT1010036_Pilbara_Director\0007_DLGRO\Request - New Basin\AO_Map\mxd\2013\Filename: Perspective_Mid_West_2013_A0.mxd
Compilation date: 06/08/2013
Edition: 1



DATA DICTIONARY		
THEME	SOURCE	DATE
Towns	LANDGATE/ABS	May 2013
Road Centrelines	LANDGATE	September 2012
Hydrography	LANDGATE	August 2009
Tenure	Department of Conservation	July 2013
Important Resource Projects	DMP - Modified from MINEDEX Database	July 2013

Figure 1. Mid West key features map

DISCLAIMER

The facts, representations, views, predictions, analyses, assertions, projection & data (in each case, "information") expressed or implied in this publication are provided in good faith. Such information may, however, not be relevant, correct, current, reliable or complete, or the information may change. Any person seeking to rely on the information must do so at their own risk and is advised to get their own independent professional advice for the purposes of analysis, consideration and verification of the information. Neither the State of Western Australia nor the Mid West Development Commission nor any officer, member or employee of either shall be liable, in negligence or howsoever, for any loss, damage, claim or liability suffered by, or brought against, anyone on account of any information expressed or implied in this publication being or becoming irrelevant, incorrect, out-of-date, unreliable or incomplete.



CHAIRMAN'S FOREWORD

It's an exciting era in regional development in Western Australia (WA) and a perfect time to think about the challenges and opportunities that lie ahead. That is what the Mid West Regional Blueprint is all about.

Developed by the Mid West Development Commission (MWDC) in collaboration with Regional Development Australia Mid West Gascoyne (RDAMWG), the Blueprint is an aspirational growth and development plan that supports timely future investments in the region.

As a high level guiding agenda, the Blueprint proposes strategies against five priority pillars, each considered vital to either driving, or reducing barriers to, regional growth and development. Considering the possible impact of various national and global megatrends, the Blueprint strategies focus on the region's key strengths and those opportunities with genuine growth and development potential.

The Mid West Blueprint has deliberately stopped short of listing priority projects. As a strategic document it provides a logical basis for future growth and development. It now requires the Commission to work with stakeholders to determine the very best projects that can drive and / or enable regional growth and development, against each of the Blueprint's priority pillars.

The challenge for the region now is to develop a 'pipeline' of high priority 'game changing' projects that are well planned and ready for investment.

The main obstacle to growth in the Mid West is that many of its natural resource assets remain stranded by strategic infrastructure capacity constraints (eg port, power, roads, rail, communications). The region has been described as the "sleeping giant of the State" and in order to awaken the 'giant' and unlock its potential, major investment in key strategic infrastructure is vital.

The Blueprint involved extensive consultation with more than 140 regional and State level stakeholder groups and review of existing strategies and frameworks. The Commission made the strategic decision to closely align its Blueprint with the State Planning Strategy (2050). This will help ensure the Mid West Blueprint is fully contexted in the State's planning system and will hopefully assist efforts to secure resources for delivery.

This Blueprint brings together work of local and State governments, business, industry and community groups from across the region. The Commission had tremendous support from Blueprint stakeholders who worked collaboratively to shape a vision for the region's future. These partnerships are vital for the implementation of the Blueprint and I thank all contributors to this process.

The Mid West has enormous potential across a range of areas with opportunities to deliver significant benefit to the State and other regions. This Blueprint presents a long term vision to support key investments to help grow the Mid West and help ensure it remains an outstanding place to live, work, study and invest.

**Hon Murray Criddle, Chairman
Mid West Development Commission**

EXECUTIVE SUMMARY

The Mid West is a diverse and highly adaptive region with resilient mining, agriculture and fishing industries, coupled with strong tourism, retail, manufacturing, construction, logistics and population servicing sectors (health, education etc).

The Mid West has three distinct subregions (Figure 2), each with its unique social and economic profile, strengths and challenges. While the majority of the region's population resides in Batavia Coast communities (84%) and principally in Geraldton (70%), most of the region's major economic drivers are based inland (mining, farming etc). This creates an important symbiotic relationship between Geraldton and the Mid West hinterland; with significant codependence between Geraldton and the economic and trade activity that occurs inland. The capacity of Geraldton to service and support this economic activity is also critically important to the viability of inland industries and communities.

The region already boasts the State's most diverse regional economy, but must keep working hard to build on its strengths and tackle its challenges. With its wide open spaces, stunning landscapes, abundant natural resources, key strategic infrastructure and institutions, the Mid West has an outstanding platform for further growth and prosperity.

These regional strengths, combined with the potential impact of various national and global megatrends underpin the Blueprint and its aspirational vision for the Mid West in 2050 (Figure 3).

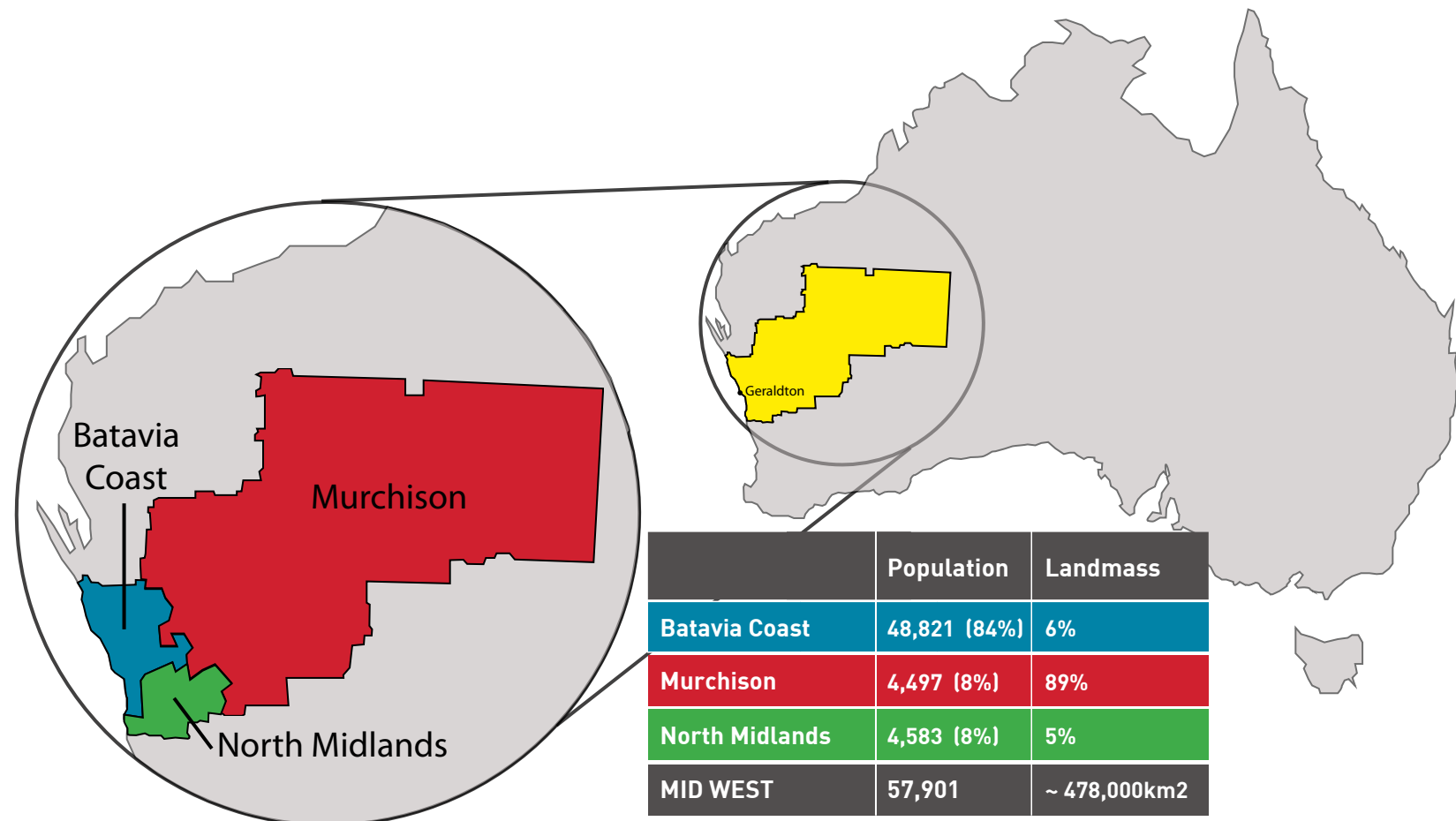


Figure 2. Mid West subregions

MID WEST VISION 2050

The Mid West exports the majority of what it produces. The Blueprint acknowledges that the Mid West essentially 'faces outwards', recognising the critical importance of its trade relationships for future growth and development. However, the Blueprint also maintains that any future growth and development from industry and trade growth must benefit all Mid West communities in a variety of meaningful ways. The Blueprint's vision for the Mid West, therefore, focuses both outward and inward.

BY 2050.....

The Mid West is a national gateway to the globe through its diverse and entrepreneurial business and export economy.

High value industries generate prosperity and the most desirable, adaptive and connected communities in Australia.



Figure 3. Mid West Vision 2050



IMAGINE STANDING IN THE MID WEST IN 2050....

By 2050, the Mid West has become a major trade link to a rapidly growing middle class in Asia and other developing nations.

Geraldton is the most liveable city for its size in the nation. The highly desirable regional city features an enviable lifestyle and is connected by innovative network solutions and traditional transport links to a range of attractive communities throughout the region. All Mid West communities offer excellent lifestyles, services, amenities and employment opportunities.

190,000 people call the Mid West home by 2050.

The Mid West has developed sophisticated strategic infrastructure that supports globally competitive industry and business to prosper in the region. It employs 71,500 people and houses a highly skilled, diverse, productive and connected workforce.

With the development of the Oakajee deepwater port and industrial estate, PortLink Inland Freight Corridor and international capacity airport, the Mid West is a dominant logistics hub for the State and a major gateway to Asian and other major economies. It is also linked to a national freight network, positioning Geraldton as an internationally important freight city.

The region has secure trade and cultural relationships on a "region to province" or 'region to region' basis with key countries across the globe. It is fully engaged for trade, investment and cultural outcomes, with multiple trade and investment connections.

An innovative affordable housing and development model has been pioneered in the Mid West, which has revolutionised housing investment and home ownership in communities with market failure. It services the needs of all housing groups including older people, Aboriginal people and new home owners. If you live in the Mid West in 2050, home ownership is a fundamental and achievable right and expectation.

The region's enviable education system provides the highest quality teaching outcomes and enables residents to reach their full potential. Raising children in the Mid West means giving them the best start in life, with excellent early childhood development and primary schooling opportunities throughout the region. The region's sophisticated upper school, training and tertiary education system provide a seamless pathway from education into employment. Secondary education, training and tertiary attainment rates exceed the national average, helping the region service many of its workforce requirements.

The Mid West is a highly adaptive, diverse and productive region. Despite the increased average temperatures and declining rainfall, its key food based primary industries (agriculture and fishing) continue to support the global increase in demand for food.

The region is globally renowned for its large scale production of high quality food through innovative and sustainable agriculture, fishing and aquaculture practices, with extensive value adding undertaken throughout the region. Mid West rock lobster and hard wheat products remain sought after internationally, with successful commercial scale horticulture and aquaculture enterprises also well established. Various niche food products are also produced locally and traded through secure domestic and global relationships.

With effective vermin control, lease flexibility and innovative use of technology, the region's pastoral industry has been revitalised and helps meet growing global food demands. Operations are more diverse, excel in the use of available water resources and capitalise at every stage of the various supply chains. The industry has diversified its activities to augment revenues and provide greater security, with outback tourism, innovative land management, contracting services and economies of scale achieved throughout the sector.

Advanced technologies are embraced throughout Mid West pastoral and agricultural sectors, enhancing productivity and competitiveness and enabling producers to participate in new markets.

Mid West water resources are sustainably developed and managed to diversify and grow competitive agribusinesses. New models for irrigated agriculture have been developed, enabling diversification and intensification of farming operations. Better understanding of Mid West water resources promotes responsible regional development and helps reduce the barriers to entry for new businesses or those wishing to expand or diversify.

The region's diverse economy helps buffer it against fluctuations in global markets. This strength is enhanced by expanding the region's high value industries such as education and research, knowledge economies, digital technology, professional services and value adding in agribusiness and minerals processing. Other population and support service industries have also grown, including aged care, health, housing and education services, which have helped the region maintain its strength and economic diversity.

Aboriginal people in the Mid West manage their own economic development opportunities by utilising native title and land resources in a collaborative and proactive approach. Like non-Aboriginal people, every Aboriginal person in the Mid West aspires to their own business or job, home ownership, quality education and desirable way of life.

Aboriginal culture is widely recognised and celebrated in all Mid West communities, presenting opportunities for strong and prosperous Aboriginal business and industry development.

The Mid West has capitalised off opportunities presented through technology based projects such as the SKA and its links to the Pawsey Centre (supercomputing) in Perth. The region is globally connected and digitally empowered, making it attractive to innovative and dynamic entrepreneurs from around the world.

The region has exploited technology to further diversify its economy and has built a knowledge economy based on creativity, innovation and development of new industries. The Mid West also provides highly sought after education and career development opportunities in specialised science and astronomy disciplines via knowledge and learning gained through the SKA and other radio astronomy projects.

Regional branding and marketing has enhanced awareness of the Mid West, its high quality products and diverse and prosperous development opportunities. The region is well known for its ability to attract investment through innovative partnerships and joint venture models; delivering a strong return for government and private sector investment. This has been supported by a dynamic and collaborative governance framework for the region, which has encouraged creative problem solving approaches to planning, building and driving growth and development in the Mid West.

The environment is maintained as a key regional asset, upon which many growth and development projects are based. Sustainability is enshrined in all planning and development. Environmental assets are protected and used appropriately so that current and future generations can enjoy sustained prosperity and a highly desirable relationship with nature.

The Mid West is a world recognised, highly accessible and authentic tourism and events destination. It has sophisticated networks of infrastructure and services for visitors to key tourism assets such as the Abrolhos Islands, Kalbarri National Park, coastal nodes, Murchison geo park, remote and outback settlements and conservation estates with critical biodiversity. It delivers some of the most unique and quintessential tourism experiences in WA that celebrate the region's natural assets, culture, heritage and first class customer service.

Throughout its strong growth and development phases, Mid West communities have preserved their unique and authentic signatures. They offer a distinctive way of life and are highly liveable, affordable, clean, safe, vibrant, attractive to diverse cultures, welcoming and universally accessible. Mid West people are resilient, adaptive, proactive, innovative, dynamic, proud and empowered to drive their own future.

Some of the broad indicators that may be used to measure the impact of the Blueprint are illustrated in Figure 4.



REGIONAL BLUEPRINT ASPIRATIONS

2013

2025

2050

Gross Regional Product	\$6 billion	\$24 billion (in 2025 \$)	\$47 billion (in 2050 \$)
Jobs	25,083	36,420	71,500
Traditional FIFO jobs performed by people living in the region	65%	75%	85%
Unemployment rate	6.8%	4.5%	4%
Population (ERP)	57,901	85,000	190,000
Annual (population) Growth Rate	2% (in 2013)	Peak at 5% (in 2025)	3% (from 2026 - 2050)
Developmentally vulnerable in one or more AEDC domain	31%	20%	10%
NAPLAN - likely to perform above NMS (average across measures)	16% less likely	5% less likely	10% more likely
Population with year 12 (or equivalent) attainment	37.8%	40%	60%
Population with Diploma level or higher qualifications	16%	20%	25%
Port export tonnages	15 mtpa	60 mtpa (includes Oakajee)	150 mtpa
Annual tourist numbers	400,000	600,000	1,000,000
Economic diversity (Shannon and Equability Indices)	2.72 / 0.87	Remain highest WA region	Remain highest WA region
Socio-Economic Index for Areas (SEIFA) - number of Mid West communities (out of 29) scoring below 1,000	19/29	10/29	0/29

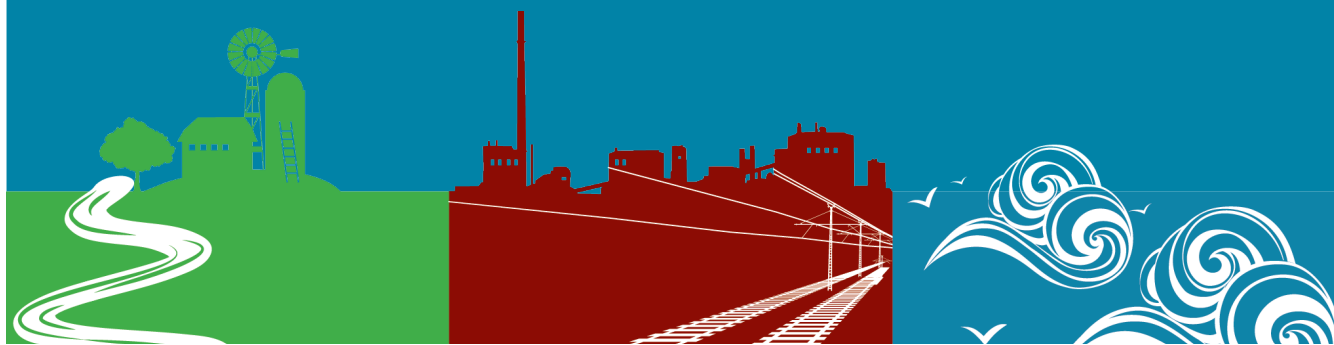


Figure 4. Regional Blueprint Aspirations - possible measures of impact



CAPACITY FOR GROWTH (REGIONAL ADVANTAGES)



Sophisticated training and education infrastructure well placed to address low education attainment

- Well established and high performing higher education, training and tertiary institutions including the Geraldton Universities Centre, Western Australia Centre for Rural Health, Durack Institute of Technology, Batavia Coast Maritime Institute and Rural Clinical School offering a range of diverse post secondary schooling options for the region.
- The region has a range of existing industries and natural advantages that place it in a strong position to attract various regional innovation initiatives for research and development, including:
 - radio astronomy and space research;
 - biodiversity and climate change;
 - natural history / archaeology;
 - renewable and remote energy solutions;
 - agriculture;
 - aquaculture; and
 - remote education and health.

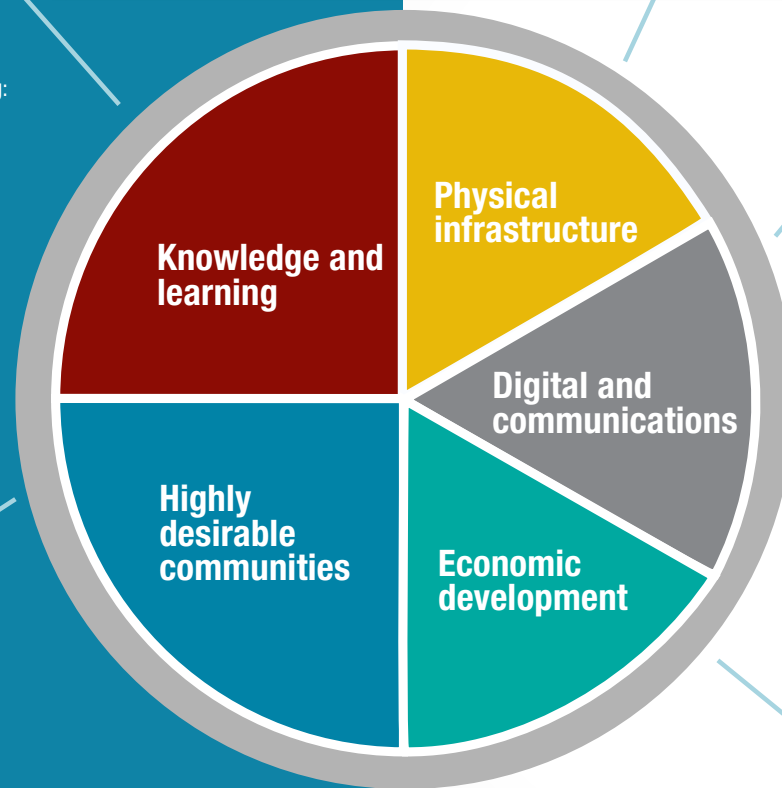


Diverse region with populations, economies, attractions and challenges ranging significantly across its 17 local governments

- The Mid West region is home to two internationally recognised biodiversity hotspots offering unique opportunities for ecotourism, conservation and scientific analysis for issues associated with climate change and monitoring.
- The region has large areas of conservation reserves that provide opportunities for conservation, tourism and learning.
- The Abrolhos Islands is the world's southernmost coral reef system with significant fishing resources protected islands and coral atolls offering opportunities for world class tourism visitation, game fishing, ecotourism and heritage (including the Batavia and Zeewick wrecks).
- The region's Mediterranean climate attracts interest from established and new entrepreneurs. Warm summers and consistent wind patterns offer an excellent mix of lifestyle and work choices, particularly for wind surfing and sailboarding enthusiasts.
- Mid West is the most liveable region north of the Perth metropolitan area, offering an excellent work / life balance that has attracted miners to use Geraldton as a FIFO base for mines in the North West.

Natural resources

- Diverse mineral deposits, including iron ore, gold, copper, lead and zinc
- Extensive land areas for residential growth, agriculture and other large scale industry
- Solar, wind, biomass and geothermal resources to support renewable energy generation
- Ample conventional and alternative energy resources
- Large quantities of good quality water
- Diverse coastline with clean warm waters supported by the Leeuwin current
- Largest wild catch fishery in WA with coastal conditions conducive to aquaculture



Leadership, collaboration and strategic alignment

- Geraldton serves as a regional centre for the Mid West and beyond, providing a range of supports and services
- Alignment and strong partnerships across key regional development bodies in the region including:
 - Mid West Development Commission;
 - City of Greater Geraldton and other local governments;
 - Regional Development Australia Mid West and Gascoyne; and
 - Mid West Chamber of Commerce and Industry.

Diverse strategic infrastructure and utility provision



- Geraldton port is the most diverse regional port in WA, which provides flexibility and capability to handle growth in a broad range of products.
- Geraldton port is the closest general cargo / agriculture port in Australia to the emerging South East Asian ('food bowl') marketplace offering significant economic freight rate benefits.
- Geraldton port is the second largest grain export terminal in Australia.
- Planned Oakajee Industrial Estate – would be the largest heavy industry site in WA.
- Significant planning for the proposed deepwater port at Oakajee, which has enormous potential and no obvious constraints from residential encroachment, depth of turning basin or number of berths.
- Geraldton Airport has runway, taxiway and apron infrastructure capacity for A320 / B737 aircraft.
- Meru Waste Disposal Facility is the only Class III landfill north of Perth.
- Extensive State and National transport infrastructure offers significant potential to harvest benefits from the growing north / south movement of people and product.

Advanced telecommunications infrastructure to leverage greater uptake and innovation



- Geraldton is the first regional centre in WA to receive the National Broadband Network's (NBN) 'fibre to the node' platform and is a Point of Interconnect (POI) for the entire North West of WA offering servicing support options to a significant part of the State.
- As a direct result of the NBN connection, private investment involving a partnership with IBM is about to establish a regional data centre in Geraldton (at a new Technology Park) to offer amongst other things, cloud based support services to business for information storage and backups.
- Mid West is a joint host (with South Africa) of the international Square Kilometre Array (SKA) (stage 1) project at the Murchison Radio Astronomy Observatory placing the region on the world stage in terms of new science and astronomy discoveries.
- To service the significant data expected from the SKA, a new supercomputer is being designed for the Pawsey High Performance Computing Centre and an associated fibre link has been established between the MRO and Perth through Geraldton (at the CSIRO site). Combined with existing supercomputing capacity supporting the existing ASKAP and MWA projects, these facilities will offer scientists, GUC students and researchers opportunities to access infrastructure for science, astronomy and other scientific research.

The most diverse regional economy in WA



- The Mid West has the most diverse regional economy in WA (based on the Shannon and Equability Index) with diverse industry profiles and employment across all sectors, helping to buffer against economic fluctuations.
- Due to an ideal climate and offshore structures (ie Abrolhos Islands), the Mid West region is host to the largest fishing industry in the State with dominant rock lobster, significant finfish and mollusc production and an emerging aquaculture sector.
- The region has significant intensive and broadacre agriculture including livestock, cropping and horticulture production and due to excellent soil type is the number one region for the production of high end export noodle wheat in the State. The region is also renowned for its clean and green food quality.
- The Mid West has the most significant magnetite resource located in WA, which differentiates the region from others (ie hematite / iron ore). This positions the region for new exports and downstream processing to take advantage of the export market (ie China) change in focus to secure resources that have reduced environmental impacts from processing.
- Large areas of isolation and internationally significant radio quietness, lending the region to advanced radio astronomy and various other projects requiring large areas of land eg agriculture, renewable energy.
- Diverse range of community and NGOs that drive growth and development across a range of sectors, including social innovation and entrepreneurship, agriculture, natural environment and biodiversity.

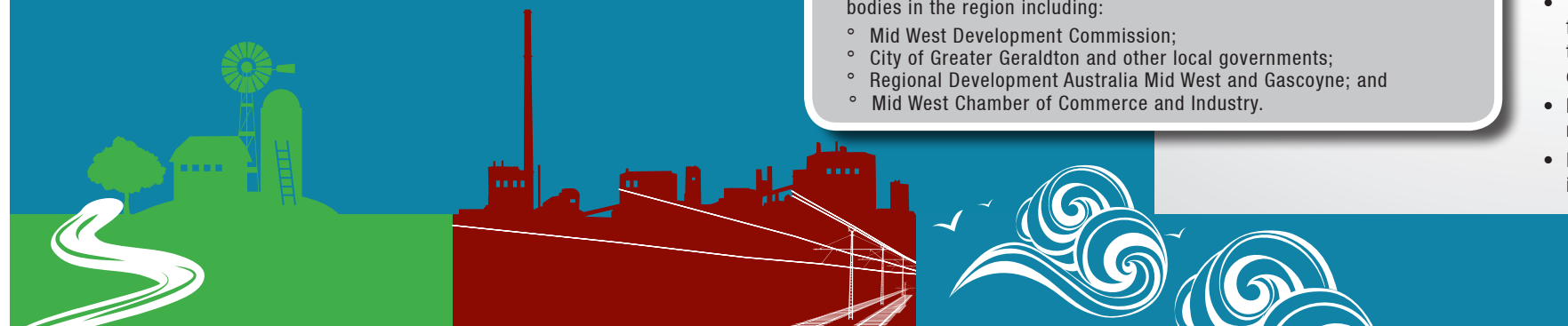


Figure 5. Perceived areas of Mid West regional advantage



REALISING THE 2050 VISION

The Blueprint proposes a region that is intergenerational, global, innovative, dynamic and one that attracts and retains talent and investment. To gain momentum towards its 2050 vision, the Blueprint seeks to ensure the Mid West realises its full potential by capitalising on its regional advantages and opportunities and addressing current and future challenges.

The Blueprint describes five key pillars imperative for the successful growth of the region. The focus areas under these pillars are designed to create more jobs, improve education outcomes, connect and enhance communities and support economic development to deliver the 2050 vision. This focus is consistent with the regional development portfolio's high level Blueprint objectives; namely:

- attracting population to the region;
- growing and diversifying the economy;
- growing private investment;
- addressing priority community amenity needs; and
- innovative approaches to delivering service effectiveness to communities and efficiencies to government.

1. Physical Infrastructure

With an economy underpinned by traditional agriculture, fishing and the resources sectors, the Mid West requires extensive and efficient supply chain infrastructure and transport networks to facilitate access to its domestic and overseas markets. As global demand grows, the region will focus on expanding supply of its products and services to new and expanding domestic and global markets.

Many of the region's natural resource assets are presently stranded by strategic infrastructure capacity constraints (eg port, power, roads, rail). These constraints will continue to impede regional productivity and substantial investment in physical infrastructure is essential to unlock the region's significant future growth and development potential.

2. Digital and Communications

The digital age is upon us and the Mid West needs to maximise its potential through a targeted partnership approach with communities, all levels of government, public, private and non-government sectors in order to develop a digital economy.

Communications infrastructure will largely underpin the development of many proposed major projects in the region, all of which require varying levels of advanced telecommunications systems. Investment in new communications infrastructure is necessary to achieve equity of provision in the region and help position Mid West business / industry on the global stage. This investment and a focus on embracing new technologies is also required to enhance productivity and competitiveness and enable Mid West businesses to participate in new markets.

A thriving digital economy would give the Mid West powerful new tools to build a competitive and inclusive region with even greater productivity and innovation. It would also provide communities with access to new jobs, training and economic opportunities.

3. Economic Development

The Mid West has the highest level of economic diversity of all WA regions.

Global, national and regional trends are having a profound impact on the economic development and sustainability of regional Australia. In addition to new possibilities for growth, this also increases competition for investment between regions. This increase in competition has highlighted the need for the Mid West to capitalise on its strengths and identify new sources of future growth.

In order to achieve sustained growth and a goal of around 71,500 jobs by 2050, the region needs to enhance its global competitiveness and create resilience to changing economic conditions. The Blueprint proposes further economic diversification and an increase in innovation to drive productivity growth in existing areas of regional advantage.

4. Highly Desirable Communities

The Mid West is extremely diverse, with populations, economies, attractions and challenges ranging significantly across the region's 17 local governments.

To facilitate growth, communities must be vibrant and inclusive with appropriate infrastructure and services that support social fabric and wellbeing. Urbanisation and the ageing of regional populations, also present both challenges and opportunities to developing the Mid West as a region of choice to live in.

Desirable communities with appropriate human capital help create thriving economies and exciting, vibrant local communities with a strong sense of belonging, are proactive, connected and welcoming. This supports communities to attract and retain workers and families and encourage young people to 'come home' after their studies.

5. Knowledge and Learning

A well-educated, trained and skilled Mid West population is fundamental to its social and economic development. Quality education and training are key drivers of economic growth, a higher standard of living and a socially cohesive community.

The region has a range of quality education and training institutions that offer diverse secondary and post high schooling options. Nevertheless, the Mid West faces a number of education and training challenges and continued investment is critical for regional growth and development.

Low education outcomes negatively impact on the future life options of the region's young people and correlates with poor childhood development and health and wellbeing outcomes. They are also unlikely to result in a highly skilled workforce of the future.

A growing body of work confirms the importance of pre-compulsory learning and early education, which is acknowledged in the Blueprint.

Figure 5 (previous page) illustrates some of the perceived Mid West regional advantages, or features that represent it's potential capacity for growth. Figures 6 and 7 summarise the Blueprint's key priority areas and high level strategies for driving growth and development.





Mid West REGIONAL BLUEPRINT

GUIDING PRINCIPLES

Aligned with State Planning Strategy 2050

Global competitiveness

Resilient and adaptive communities

Infrastructure planning and coordination

Strong and diverse economy

Sustainability

Innovation

Highly collaborative governance and implementation

PILLAR	ELEMENT	REGIONAL GOALS	HIGH LEVEL STRATEGIES
PHYSICAL INFRASTRUCTURE Create an integrated network of infrastructure to generate new industry opportunities for an annual economic growth rate of 5% by 2025	Movement of people and resources	Optimal transport linkages to facilitate movement of people and product to domestic and international markets	<ol style="list-style-type: none"> 1. Ensure a coordinated and strategic approach to key infrastructure development 2. Develop Oakajee port and associated infrastructure 3. Optimise and where appropriate, expand the Geraldton port 4. Optimise rail networks to meet industry and community demands 5. Pursue strategic investment in roads infrastructure 6. Enhance Geraldton airport and regional aerodrome networks / services 7. Implement effective public transport solutions throughout the region
	Water	Sustainable regional water supply that enables the intensification of agriculture, establishment of new industries and supply of communities with quality water	<ol style="list-style-type: none"> 1. Develop an extensive understanding of water resource location, quality and quantity 2. Pursue economic and community development through reuse of mine dewater 3. Utilise and promote waste water as a valuable resource 4. Develop water projects for agricultural diversification and expansion 5. Ensure sufficient water supply for socioeconomic growth in all communities
	Energy	Energy infrastructure is in place to supply the growth needs of Mid West communities and industry and for development of renewable energy as a key industry	<ol style="list-style-type: none"> 1. Develop priority strategic energy infrastructure 2. Become a national leader in renewable and remote energy solutions 3. Pursue alternative energy solutions 4. Develop energy management innovations to maximise efficiency
	Waste	Optimal diversion of regional waste from landfill and inherent emissions by 2025 including strategies to maximise the use of regional waste (water, agricultural, industrial and domestic) as a resource	<ol style="list-style-type: none"> 1. Develop waste solutions at a regional or subregional level 2. Foster a strong recycling culture in which waste is viewed as a resource 3. Pursue waste management innovation
DIGITAL AND COMMUNICATIONS The Mid West will be a connected, digitally empowered and innovative region with competitive mobile and network infrastructure, creating opportunities for growth and development	Communications infrastructure	Internationally competitive communications networks exist throughout the region to enable high business productivity and community safety and amenity	<ol style="list-style-type: none"> 1. Develop reliable high speed digital and communications infrastructure throughout the Mid West 2. Ensure cost effective access to technology across the region
	Connected communities	Mid West communities are highly connected and the region is digitally empowered	<ol style="list-style-type: none"> 1. Develop highly connected communities in a digitally empowered region 2. Establish partnerships to leverage funding opportunities
ECONOMIC DEVELOPMENT GENERATE 10,000 NEW JOBS in the Mid West by 2025 and an additional 35,000 by 2050	Resource Economy	To realise the growth and development potential of the region's minerals and energy resources and extract maximum regional value from resource sector activity	<ol style="list-style-type: none"> 1. Optimise transport and services infrastructure to maximise sector cost efficiencies 2. Ensure sufficient serviced industrial land to meet future sector demands 3. Balance environmental and social expectations with industry needs 4. Explore opportunities for regional value adding 5. Create a supportive environment for investment 6. Create a region of choice for FIFO / DIDO workers to be based
	Tourism	The Mid West attracts one million visitors each year that stay in and enjoy the region for longer	<ol style="list-style-type: none"> 1. Develop a world renowned tourism region with iconic attractions and destinations 2. Develop accessible tourism destinations and events with unique / quality experiences 3. Encourage investment by reducing red tape and creating investment ready sites 4. Ensure reliable Internet connectivity for tourists throughout the region 5. Ensure diversity and niche subregional tourism opportunities
	Agriculture and food	A region built on a diverse, innovative, profitable and productive agriculture and food sector that services local and global markets	<ol style="list-style-type: none"> 1. New markets developed and maximum value extracted from regional supply chains 2. Develop intensive agriculture / horticulture 3. Reinvigorate a competitive and profitable pastoral industry 4. Ensure access to technology to optimise farming productivity and efficiency 5. Ensure optimal tenure arrangements for all agricultural / pastoral land uses 6. Ensure sustainable practices with strong research and development focus 7. Develop into a major aquaculture development region
	Land availability	Sustainable (available and affordable) supply of zoned land for future growth and development	<ol style="list-style-type: none"> 1. Ensure sufficient employment land to support strong industry growth 2. Develop heavy industrial park at a serviced Oakajee Industrial Estate 3. Develop residential land with innovative land development models 4. Optimise land use by recycling and reusing land
	Business and industry development	An economically diverse and dynamic business sector that captures the productive capacity of the region and converts opportunity into employment	<ol style="list-style-type: none"> 1. Drive new and existing industry development 2. Grow the region's diverse and productive economy 3. Build a dynamic, competitive and innovative business sector 4. Foster innovative business and entrepreneurship 5. Support diverse and competitive Aboriginal enterprise development
	Trade development	The Mid West will be a major trade link to a rapidly growing middle class in Asia and other developing nations	<ol style="list-style-type: none"> 1. Provide quality trade support and infrastructure to build trade and investment 2. Develop a Mid West brand that is globally recognised 3. Build strong and resilient global trade partnerships 4. Build a diverse and profitable export portfolio for the region
	Security	The Mid West has the business and industry capacity to support Australian Defence Force operations in the North West to protect WA's people and strategic assets	<ol style="list-style-type: none"> 1. Support the Australian Defence Force operations in the north west



Figure 6. Blueprint summary (page 1 of 2)

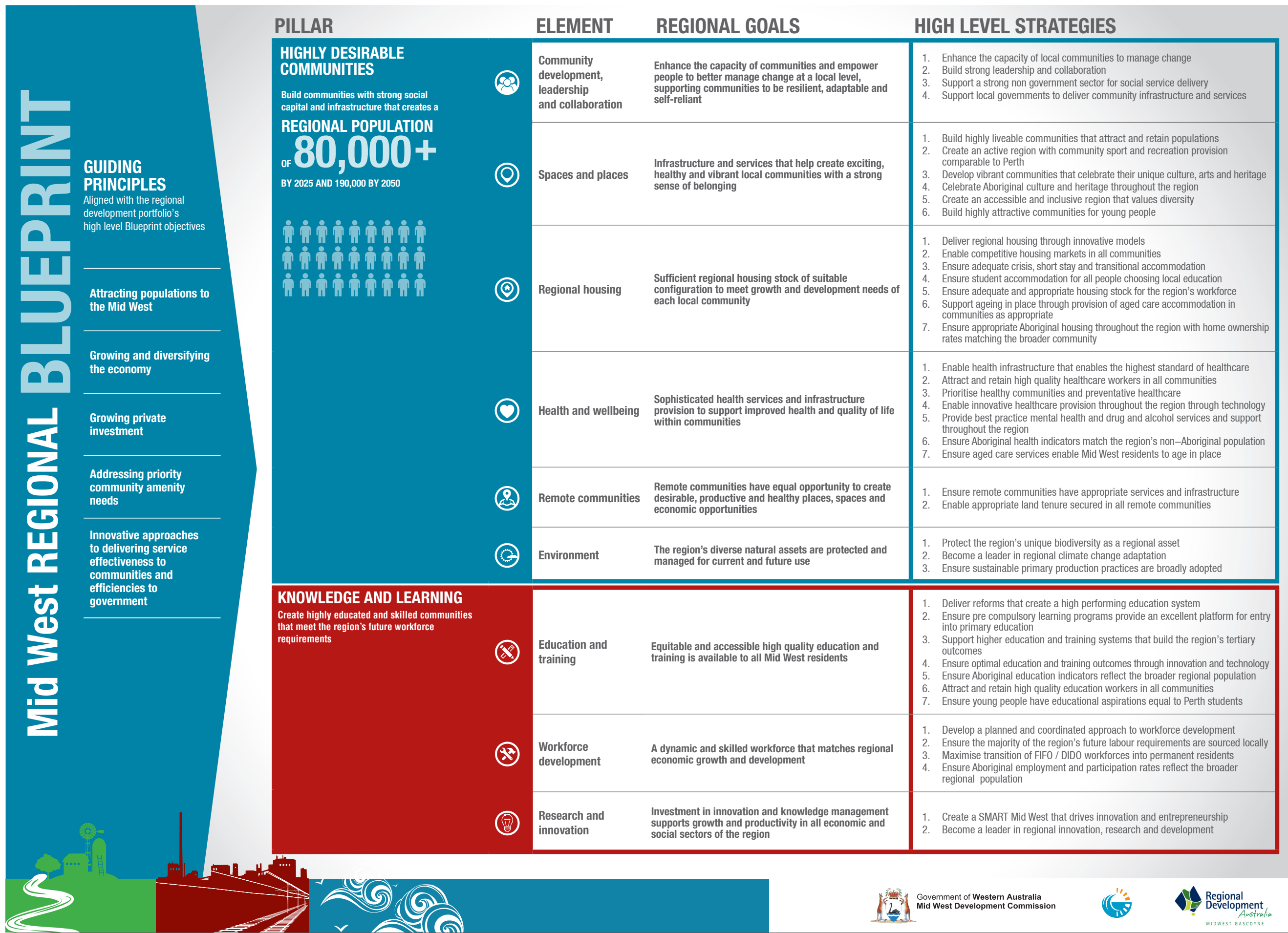


Figure 7. Blueprint summary (page 2 of 2)





010 EXECUTIVE SUMMARY

MAKING IT HAPPEN

The Blueprint will become the core focus of MWDC and the basis of its new strategic direction. A strategic review of MWDC resources and operational process is also being undertaken to align with the Blueprint and ensure its successful implementation.

To realise the region's potential and effectively coordinate the Blueprint's implementation, the Commission will continue working across boundaries and in collaboration with key stakeholders.

The Blueprint's implementation framework includes key Strategy Stakeholder Groups (SSGs) to progress priority pillars / elements. These groups will oversee the preparation of a themed development strategy aligned with each element, which includes a list of priority project opportunities.

Further analysis of the identified project opportunities will be undertaken to assess / confirm their merit, viability, potential impact and priority. This 'filter' will help refine the list and produce a 'pipeline' of potential 'game changing' projects for targeted action by MWDC and Blueprint stakeholders / partners.

A simplified Blueprint implementation process is illustrated in Figure 8, with tourism shown as an exemplar. A Tourism Development Strategy was commenced in 2014, with six resultant game changing tourism projects now being progressed.

The ultimate aim of MWDC and the respective SSGs will be to ensure the best projects (with the greatest potential for 'game changing' regional growth and development) are identified, resourced and progressed.

The priority setting process for the Blueprint will occur in two main methods; namely:

- a quantifiable multi-criteria analysis (MCA) that will be used to assess potential opportunities for their potential to contribute to achieving the Blueprint's objectives; and
- development of robust and comprehensive business cases that will be used to raise funding and support for the highest priority projects.

The MWDC Board will determine which projects are to be put forward for investment. MWDC will also determine if additional work / analysis is required to enhance a project's readiness and appeal to possible funding streams. In some cases a pilot or demonstration project may be undertaken to help determine proof of concept.

Creating a pipeline of quality projects and linking these with potential capital will be a key challenge of the Blueprint. This may require more creative approaches and innovative financing models than those typically employed. Advancing projects as far as practicable to help minimise risk and provide confidence around commercial viability will help to reduce hurdles for potential investors.

In addition to meeting Blueprint outcomes, the investment promotion and facilitation efforts will need to articulate a value proposition for project funders. This alignment of projects with capital sources will commence through each themed development strategy and be ongoing.

WHAT WILL SUCCESS LOOK LIKE?

– A STATE AND NATIONAL PERSPECTIVE

Despite its potential individual prominence, the Mid West is eager to play its part in Statewide regional development outcomes. It will foster partnerships and collaboration with its fellow Regional Development Commissions (RDC) and other State Government agencies to progress the cross regional Blueprint themes that deliver key strategic outcomes for WA more broadly.

If the Blueprint's highest growth scenario (transformational) 2050 vision is realised, the Mid West would become a significant economic region and a major contributor to a State and nation building agenda. Its growth rate of 5% (by 2025) would exceed the national average and rival other leading regions in WA. Some of the initiatives expected to have significant State and national benefits include the:

- development of the proposed Oakajee deepwater port;
- completion of new road and railway corridors connecting the region's southern, eastern and northern mining provinces to Geraldton / Oakajee;
- connection of the Yilgarn area, Mid West and Pilbara regions to ports in Geraldton / Oakajee, Esperance, Port Hedland and Fremantle as part of the PortLink Inland Freight Corridor;
- establishment of the Oakajee Industrial Estate;
- completion of the 330kV transmission line to Geraldton / Oakajee;
- establishment of a freight and logistics hub, inclusive of sophisticated port, road, rail and international capacity airport infrastructure;
- servicing the State's strategic defence force presence in the north west;
- expansion of food production;
- development of education, knowledge and innovation sectors; and
- development of telecommunications and digital networks.

The Oakajee deepwater port and PortLink project may support the development of the region's stranded resources and enhance its exposure to global trade markets. Unlocking the resources sector potential could increase State royalties generated from the Mid West to over \$1 billion each year, as well as generate new revenues from other areas of growth and development. It would also attract new private sector investment, assist the development of new export markets for the State, help increase WA's productivity and enhance the State's competitive advantage.

As a result of Oakajee, the creation of a freight and logistics hub in Geraldton with deepwater port capacity would take pressure off other WA ports, several of which are already constrained. It would connect WA more efficiently to interstate and international markets and strengthen Geraldton as a prime service location for the North West.

As the largest industrial estate in WA, the Oakajee Industrial Estate

could play a vital role in facilitating new industrial activity in WA. Its heavy industry component would create opportunities to attract heavy industry to WA and complement Oakajee's port and associated supply chain infrastructure. The industrial estate would have the capacity to support up to 13,000 new jobs in the longer term.

The Oakajee port and industrial estate would also help reduce congestion in the Perth metropolitan area. Various industries would be able to use the Mid West for bulk exports and for the collection and distribution of goods and supplies throughout regional WA. The addition of the PortLink Inland Freight Corridor would expose the region to the east coast of Australia and could create a new international gateway for the nation.

The completion of a 330kV transmission line from Perth through to Geraldton / Oakajee would facilitate the development of a number of major renewable energy projects in the region. The Mid West already contributes 30% of the State's renewable energy and with the 330kV line could facilitate significant further increases for the State's grid. It would also provide greater energy security for the Mid West, assist the State achieve its renewable energy targets and potentially enable energy to be exported in the longer term.

The Blueprint's strategies around expanding food production would benefit domestic markets, help the State increase exports and stimulate inward investment in its agrifood and fisheries sectors. The region's strengths in agriculture and fishing and its focus on developing best practices and supply chain efficiencies would add value and improve food production in WA. Enhancements would also elevate the State's reputation as a global supplier of quality food.

The region's heavy focus on education, knowledge and innovation would enhance the State's ability to provide a skilled and diversified workforce. This would increase its competitiveness, reduce reliance on importing skills and may help lower the cost of doing business in WA.

The region's attractive temperate climate, cherished lifestyle and a growing regional economy could attract a significant number of new residents. This could reduce stress on infrastructure in Perth and help to rebalance population distribution between the metropolitan area and regional WA. Provision of additional health care and support services for an ageing regional population is expected to drive employment growth in this sector, and may increase the region's appeal as a retirement destination.

The Mid West would be networked via high speed broadband and mobile services, with well connected and high quality lifestyle towns and settlements throughout the region. This connectivity would contribute to the liveability of the region and help make it an attractive place to live, work, study, do business and invest.



Mid West REGIONAL BLUEPRINT Implementation

TOURISM EXEMPLAR

pillar → element →

development strategy →

game changers →



2050 vision

The Mid West attract one million visitors each year that stay and enjoy the region for longer...

Mid West TOURISM
Development Strategy

AUGUST 2014

- Eco accommodation and amenities on Abrolhos Islands
- Kalbarri National Park iconic skywalk, road sealing, naturebank, eco campground
- Develop coastal nodes and campsites
- Kalbarri to Shark Bay 4WD trail along Zuytdorp coast
- Develop DPAW conservation blocks (Karara, Muggon, Doolgunna Mooloogool, Dalgara) into tourism-conservation-recreation destinations
- Develop geo tourism and a geo park



Figure 8. Blueprint implementation process - tourism exemplar

Mid West 2050

